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ABSTRACT

A pilot survey of institutional research and planning (IR/P) functions at 78 U.S. colleges and universities yielded data on common and diverse tasks, products, and services; broad staffing and related operating expense requirements for these tasks, products, and services; and specific staff "person days" required to perform/achieve each of the tasks, products, and services. Data were analyzed by institutional type, size, and control; by IR/P organizational categories; and by reported level of IR/P staff information technology skills. Results suggest an initial, tentative basis for comparing current task effort and staffing of existing institutional research/planning units and/or for helping to identify likely assigned/required tasks and staff requirements for a new institutional research and planning office. A copy of the survey form is attached. (Author/JDD)

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FTE STAFF REQUIRED TO PERFORM INSTITUTIONAL RESEARCH AND PLANNING FUNCTIONS: RESULTS OF A U. S. COLLEGE AND UNIVERSITY SURVEY

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Presented at the 34th Forum of
The Association for Institutional Research

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for Management Research, Policy Analysis, and Planning

This paper was presented at the Thirty-Fourth Annual Forum of the Association for Institutional Research held at The New Orleans Marriott, New Orleans, Louisiana, May 29, 1994 - June 1, 1994. This paper was reviewed by the AIR Forum Publications Committee and was judged to be of high quality and of interest to others concerned with the research of higher education. It has therefore been selected to be included in the ERIC Collection of Forum Papers.

Jean Endo
Editor
Forum Publications

FTE Staff Required to Perform Institutional Research and Planning Functions: Results of a U.S. College and University Survey.

ABSTRACT

A pilot survey of institutional research and planning functions at U.S. colleges and universities yielded interesting and potentially valuable kinds of comparative data on (a) common and diverse tasks, products, and services; (b) broad staffing and related operating expense requirements for these tasks, products, and services; and (c) specific staff 'person days' required to perform/achieve each of the tasks, products, and services. Person days may be converted to staff full-time equivalents (FTEs) using a standard or preferred practitioner's number of annual person days per FTE. Data were analyzed by institutional type, size, control; by IR/planning organizational categories; and by reported level of IR/planning staff information technology skills. Results suggest an initial, tentative basis for comparing current task effort and staffing of existing institutional research/planning units, and/or for helping to identify likely assigned/required tasks and staff requirements for a new institutional research and planning office.

FTE Staff Required to Perform Institutional Research and Planning Functions: Results of a U.S. College and University Survey.

Introduction.

Deployment of resources to conduct institutional research and planning functions at colleges and universities is a key concern to practitioners, managers, and administrators. Interest tends to manifest in two questions: What broad functions are being performed? How many total FTE staff and related operating expense are required?

While a number of determinants can influence current "IR/P" staffing at a given institution, an underlying comparative question that may arise is: ***How much FTE staff and associated operating expense exists at other, similar IR/P functions? Are there any guidelines?*** *Simply finding out how many total staff comprise this function at other institutions --without knowing the more detailed tasks, reports, services, and other variables-- may be greatly misleading. To this point in time, there appeared to be no useful, meaningful guidelines that approached specific tasks, as opposed to generalities.*

Purpose.

The purpose of this study was to gather information that practitioners, managers, and others might use to help answer these questions for IR/P at a given institution: What tasks and services are performed? What FTE staff and operating expense are required? What are the comparative data for other IR/P functions?

Background.

IR/planning functions, existing or being newly formed, may be viewed in a context of several general alternative modes or models representing, perhaps, a spectrum of approaches to IR/P. One mode might be that "IR/P is whatever your CEO wants" (to paraphrase Craig Claggett), and you therefore pursue his/her priorities with whatever staff resources are available. At the other end could be the concept of creating a start-from-scratch IR/P office with a full repertoire of leading-edge analytical, managerial, and information-technology methods and materials, aimed at meeting a host of specific tasks determined to be essential to the institution and its

management. In between these two might be a more traditional IR/P providing data continuity and history, management support, required internal and external reporting, improved information technology applications... and attempting to combine a balance of both ends of the foregoing spectrum. (What is the mode/model at your institution?)

Results of the survey and analysis of FTE staff required to perform institutional research and planning functions were believed useful for all three of these alternative approaches, although refinement and further study are necessary. ***The main idea was to see if sufficient normative guidelines might be produced for each of many common or recurring tasks. These could then be converted into staff FTE and translated into general budget parameters.***

Data Sources.

A survey of institutional research and planning functions at U.S. colleges and universities was conducted to gather comparative data on IR/P (a) common and diverse tasks, products, and services; (b) broad staffing and related operating expense requirements for these tasks, products, and services; and (c) specific FTE staff required to perform/achieve each of the tasks, products, and services.

Methodology.

The survey was designed to gather the following data on the IR/P function by institution: specific tasks, reports, and services performed; overall FTE staffing; total budget/expenses; number of years the office has existed in present reporting structure; estimated allocation of staff person days used to perform each task, report, service; extent to which office and institutional data are computerized; office information-technology skills; selected institutional characteristics; and other information. Task categories/topics used were: institutional and peer institution data collection and analysis; other than institutional/peer data collection and analysis; institutional planning and operational services, processes, coordination, and analysis; and IR/P office tasks and managerial processes. Tasks listed represented an update of lists developed and used in the investigator's IR assessment workshop materials.

Figure 1 provides a schematic overview of the breakdowns of comparative data and their links to application of the data. Figure 2 highlights the task categories used in the survey.

Figure 1 -- Schematic Overview of Breakdowns of Comparative Data and their Links to Application of the Data

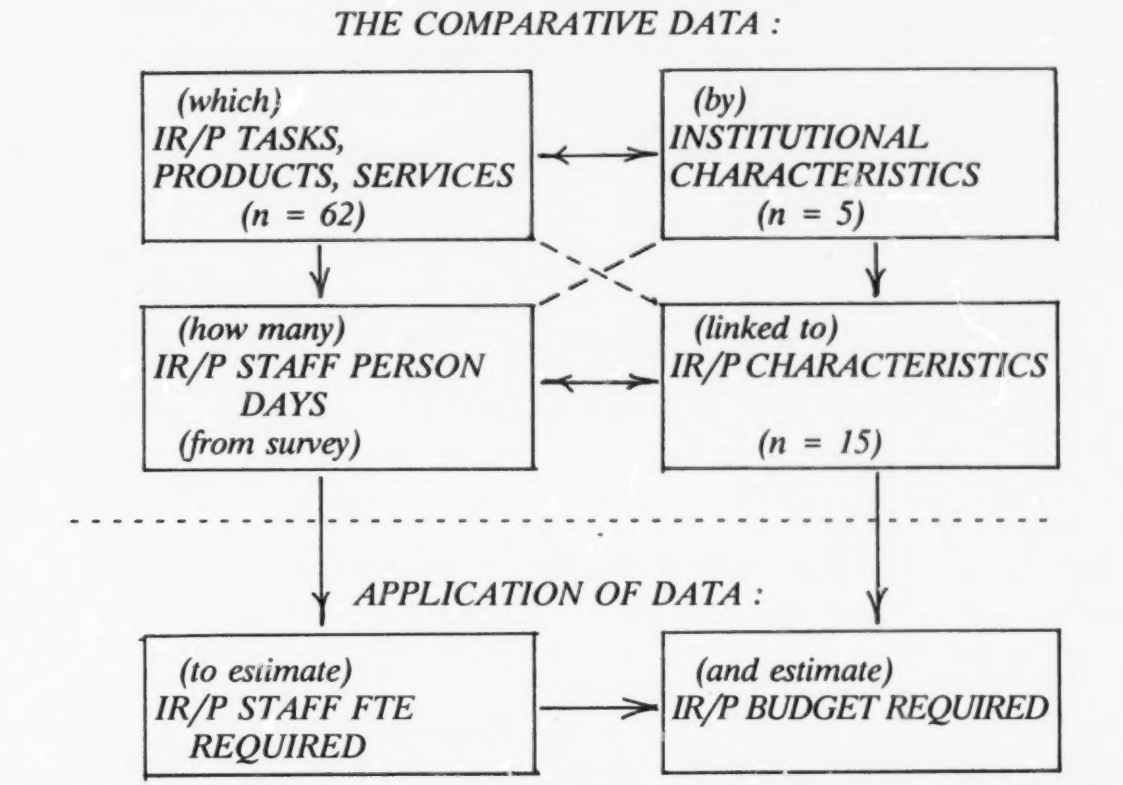

Figure 2 -- Task Categories used in Survey

- *Institutional and Peer Institution Data Collection and Analysis*
- *Other Than Institut'l and Peer Institution Data Collection and Analysis*
- *Institutional Planning and Operational Services, Processes, Coordination, and Analysis*
- *Institut'l Research and Planning Office Tasks & Managerial Processes*

The survey was sent to a one-third stratified sample of the approximately 960 U.S. institutions identified in the Association for Institutional Research Directory as having members who are directors of institutional research and or IR/planning. Stratification was by type (two-year, bachelor, master, doctoral), control (public, private), and size (small = < 5k; low medium = 5-10k; high medium = 10-20k; and large = > 20k). The survey was sent to 320 U.S. colleges and universities.

The survey instrument (see Attachment A) was designed so that it could be filled out on a relatively short period of time using best estimates of time allocated to each task performed by the IR/P unit. While a great deal of useful information was gathered and analyzed, certain other information could not be included without requiring considerably more respondent time. Omitted information presented the following limitations: office role and mission descriptions were foregone in lieu of allowing tasks and potential task-cluster analysis to represent role/mission; no links or breakdowns were attempted of staff type (professional-analytical, support-clerical, student assistant-hourly) to each task's person-days allocation; tasks could not be defined in detail or by differing levels and viably cover all common or typical IR/P tasks in this kind of pilot study; the data were self-reported on a best estimate basis.

Results and Findings.

A total of 103 instruments were returned (32%), of which 78 proved usable (24%), as reported in the enclosed tables. The major problem with the 25 unusable responses, surprisingly perhaps, was that 'estimated number of staff person days' was not or could not be provided. Several of the latter respondents included comments such as "no way to estimate," "project tracking data is not kept in a format to allow such a calculation of effort," and "I can't begin to account for all the staff time for a year."

Usable responses by institution type, size, and control were as follows:

	SMALL			MED-SM			MED-LG			LARGE			TOTAL		
	PUBL	PRIV	TOTL	PUBL	PRIV	TOTL	PUBL	PRIV	TOTL	PUBL	PRIV	TOTL	PUBL	PRIV	TOTL
AA	2	1	3	6	1	7	3	1	4	1	0	1	12	3	15
BA	1	6	7	1	0	1	0	0	0	0	0	0	2	6	8
MA	0	7	7	8	1	9	10	1	11	2	0	2	20	9	29
DOC	0	0	0	0	3	3	9	5	14	9	0	9	18	8	26
TOT	3	14	17	15	5	20	22	7	29	12	0	12	52	26	78

Data were analyzed by type, size, and control categories separately, since 'n's in the above response table were too small for hierarchical examination of results. Means, frequencies, and correlation analyses were made. The data provided further evidence, in this investigator's opinion, of the diversity and variation among IR and planning functions at U.S. colleges and universities. For example, in only one instance out of over a thousand possibilities did all institutions in a key institutional and/or IRP category, or in total, perform the same task. (All 12 'denominational' institutions indicated that they allocate effort to "institution and agency surveys." The maximum percentage of response on any given task(s) among institutional type and size categories, for illustration, was as follows:

88% of total	faculty demographic/FTE/headcount data and analysis.
93% of 2-year	accreditation.
88% of bach. inst.	faculty demog/FTE/headcount and retention/graduation.
90% of masters	fac. and student demog/FTE/headcount and retention/graduation.
96% of doctoral	faculty demographic/FTE/headcount data and analysis.
82% of small inst.	faculty demographic/FTE/headcount data and analysis.
95% of med-small	student demographic/FTE/headcount data and analysis.
93% of med-large	fac. demog/FTE/headcount, teaching load, and accreditation.
83% of large inst.	on four of above tasks plus college guide surveys.

In the majority of cases, by institutional category, about half of the tasks appeared to be performed by less than half of the respondents. The impact of this kind of 'missing cases' data was that 'means analyses' proved more meaningful, while frequency and correlation analyses were less useful or illuminating.

Resulting data are contained in three tables, with illustrative highlights shown in Figure 3.

- *Figure 3 -- Means of selected (illustrative) task person days showing some differences by institutional type and size variables.*
- *Table 1 -- Means of Survey Variables by Institution Type shows the mean and standard deviation for each of the survey variables --institutional, IRP, and task effort.*
- *Table 2 -- Means of Survey Variables by Institution Size, Control, and IRP Organization and Information Technology Skills.*
- *Table 3 -- Number of Responses Per Variable by Institution Type, Size, Control, and IRP Organization and Information Technology Skills.*

Figure 3 -- Means of Selected (Illustrative) Task Person Days Showing Some Differences by Institutional Type and Size

	BY INSTIT TYPE				BY INSTIT SIZE			
TASK/STUDY TOPIC	Assoc	Bach	Mast	Doct	<5k	5-10k	10-20k	>20k
Faculty Demographics	7.2	7.1	25.6	21.4	9.9	10.4	26.0	30.1
Faculty Teaching Load	12.0	*	18.6	28.1	8.9	15.9	26.5	23.2
Student Credit Load	11.1	5.0	16.8	29.9	11.4	11.2	25.1	29.2
Student Retention/Grad'n	18.2	16.4	22.4	37.3	18.8	15.8	32.5	34.9
Alumni Studies	12.6	14.5	14.9	23.8	11.3	16.0	22.8	12.6
Facilities Inventory/Use	7.4	*	28.1	50.4	10.8	8.6	65.9	8.2
College Guide Survey	12.6	11.7	29.5	35.7	28.1	12.6	33.4	31.7
Factbook/Publications	35.3	30.0	44.5	51.9	34.8	31.7	48.1	75.9
Assessment/Outcomes	76.0	66.7	49.7	100.3	61.7	52.9	65.2	155.0
Facilities Planning	11.6	28.5	22.0	87.7	20.8	11.9	61.1	9.0
IR/P Data Administration	20.6	36.7	49.8	84.6	45.9	37.1	43.6	121.9
IR/P Info. Systems Design	41.8	25.0	29.3	111.3	44.0	29.3	58.4	114.6
IR/P Office Management	24.8	33.8	45.0	98.4	33.6	35.6	74.3	80.1

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* *small "n;" data omitted.*

Table 1 shows the diversity of responses in the typically very large standard deviations resulting from the combination of small 'n's and widely ranging numbers. The means showed person day differences among type categories, in many cases, in ratios of 2-to-1 or 3-to-1. Examples: data administration = 20.6 two year, 36.7 bachelors, 49.8 masters, and 84.6 doctoral; accreditation = 40.9 two-year, 33.5 bachelors, 22.1 masters, and 68.4 doctoral. On the one hand the abnormal SDs appeared troublesome, but on the other hand the study was to be groundbreaking in a sense, and point to feasibility of more refined investigation.

Table 2 shows the means by size, control, IRP organization, and information technology skill categories. Standard deviations were similar to those in Table 1 but were omitted to more clearly show the comparative averages, particularly for person days per task.

Table 3 shows "how many respondents are performing which tasks" and provides a reference for better understanding the means in Tables 1 and 2.

Interpretations of these data by institutional research and planning practitioners are likely to vary according to the context of each individual 's campus type/size and IR/P role and size. Such interpretations would simply reflect the diverse nature of IR and planning. There is much information to consider, albeit initial pilot data. As in many studies, the data on common and diverse behavior raises questions for which there are some speculative answers but also perhaps some with no easy answers. Examples: Should tasks require more person days at larger campuses because there are more data to edit, process, and review? (Seems like it ought to...but it does not always appear to do so. Does it depend o the kind of task?) Should tasks performed by IRP staff with a higher level of information technology skills take less time and effort, consonant with the implied IT image or hope? (Seems to depend on the specific task or task type, since average person days flip-flop between higher and lower effort.)

The underlying, recurring questions are: With what variables is doing or not doing a task associated? With what variables is variance in task person days associated?

TABLE 1

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FTE STAFF REQUIRED TO PERFORM IR & PLANNING TASKS -- RESULTS OF A SURVEY

MEANS OF SURVEY VARIABLES BY INSTITUTION TYPE

Variable	ASSOCIATE (n = 15) Mean	S D	BACHELOR (n = 8) Mean	S D	MASTER (n = 29) Mean	S D	DOCTOR (n = 26) Mean	S D	TOTAL (n = 78) Mean	S D
PART I -- BASIC INFORMATION/DEMOGRAPHICS ON THE IR/PLANNING OFFICE										
1. INST EG $(MIL) PER IRP FTE	14.86	5.06	11.71	4.83	21.78	13.74	46.39	23.94	28.45	21.53
2. INST TOT$ PER IRP FTE	13.08	6.79	15.33	5.50	28.73	17.54	69.87	43.39	39.88	36.24
3. YRS IRP EXIST IN REPTG STRUC	9.13	7.08	7.12	7.53	9.31	7.35	9.38	6.20	9.07	6.86
4. REORG (1=INFREQ; 2=OCCAS)	1.53	0.74	1.25	0.46	1.37	0.69	1.88	0.86	1.57	0.77
5. REPORT TO (2=CEO;3=ACAD OFCR)	2.80	1.15	2.62	0.74	3.07	0.92	3.27	0.78	3.04	0.92
6. DATA USER (1=LIGHT; 3=HEAVY)	2.33	0.62	2.57	0.53	2.44	0.70	2.54	0.65	2.47	0.64
7. IRP BUDG (THOUS) PER IRP FTE	40.52	9.67	42.72	7.54	42.39	12.18	48.70	13.34	44.38	12.17
8. IRP FTE STAFF	3.00	1.74	1.89	0.64	3.40	1.93	5.82	2.55	3.98	2.44
9. IRP TRAINING (1=LOW; 3=HIGH)	2.21	0.70	2.37	0.52	2.39	0.63	2.48	0.65	2.39	0.63
10. IRP WRKHRS (2=40-44; 3=45-49)	2.33	1.11	2.25	0.89	2.31	0.60	2.12	0.82	2.24	0.81
11. IRP I-T SKIL (2=MOD; 3=HIGH)	2.20	0.68	2.25	0.46	2.38	0.62	2.36	0.49	2.32	0.57
12. IRP OFC HW/SW (2=MOD; 3=HIGH)	2.40	0.51	2.37	0.74	2.45	0.63	2.50	0.58	2.45	0.60
13. IRP ED CAPBL (2=MOD; 3=HIGH)	3.13	0.52	2.75	1.28	3.21	0.94	3.54	0.58	3.26	0.83
PART II -- IRP TASK QUALIFIERS										
14. PCT TASKS THAT ARE ANNUAL	81.80	11.87	77.00	15.97	87.55	9.86	83.46	13.15	84.00	12.30
15. PCT TASKS FOR INTERNAL USE	91.47	8.13	85.12	11.98	90.07	9.96	84.58	16.55	88.00	12.60
16. PCT TASKS FOR EXTERNAL USE	58.20	18.46	45.13	28.02	62.41	22.59	60.77	19.81	59.28	21.72
17. PCT USING INSTIT DATA	86.50	13.95	91.00	11.01	89.59	16.21	90.38	18.12	89.44	15.86
18. PCT USING PEER DATA	37.07	17.41	45.63	17.65	41.59	26.56	46.73	20.98	42.92	22.31
19. PCT DATA FROM OPER SYSTEMS	91.07	7.13	72.75	24.83	91.21	8.97	90.08	11.25	88.88	12.93
20. PCT DATA FROM SPEC SURVEYS	49.93	25.33	36.13	21.76	42.52	21.38	41.62	22.64	43.00	22.55
21. PCT REQUIRING DATA EDIT	73.47	21.30	64.62	29.41	68.15	24.05	67.00	27.21	68.43	24.90
22. PCT FOR WHICH INTERP INCL'D	48.40	26.24	48.25	24.66	55.44	21.36	51.54	26.75	51.86	24.37
23. NUMBER OF COMMITTEES CHAIRED	3.00	2.99	0.63	0.92	1.16	1.97	1.28	2.16	1.52	2.29
24. NUMBER OF COMMIT MEMBERSHIPS	5.07	5.31	3.75	3.33	6.15	3.83	5.67	3.93	5.50	4.14
PART II -- ESTIMATED NUMBER OF IRP PERSON DAYS ALLOCATED TO TASKS										
A. INSTITUTIONAL AND PEER INSTIT DATA COLLECTION AND ANALYSIS - - -										
FACULTY:										
25. DEMOG/FTE/HEADCOUNT	7.18	5.74	7.14	5.73	25.58	32.77	21.36	22.23	19.25	25.15
26. IPEDS SALARIES	7.50	9.58	3.40	1.52	8.39	8.00	8.90	11.30	8.00	9.16
27. SALARY AND BENEFITS	12.33	11.94	6.20	3.56	14.35	12.51	16.90	14.85	14.37	13.05
28. TEACHING LOAD	12.00	6.39	**	**	18.58	18.40	28.08	29.56	21.10	23.22
29. TENURE/PROMOTION	**	**	**	**	5.70	5.48	12.00	11.53	8.50	9.12
30. TOTAL LOAD/PRODUCTIVITY	14.71	6.37	**	**	21.60	14.38	24.72	23.41	21.15	17.71
31. FACULTY DATA--OTHER 1	**	.	10.67	9.02	15.75	11.79	16.71	14.28	16.80	13.25
32. FACULTY DATA--OTHER 2	.	.	.	.	**	.	**	**	4.00	1.73
ADMINISTRATORS/STAFF:										
33. DEMOG/FTE/HEADCOUNT	5.91	5.63	2.33	0.58	8.86	7.05	8.71	7.48	7.89	6.88
34. IPEDS STAFF	7.20	4.09	**	**	6.53	5.85	7.06	6.70	6.65	5.82
35. SALARY AND BENEFITS	5.67	4.04	.	.	6.07	4.85	10.14	6.02	7.81	5.59
36. ADMIN OTHER	**	.	**	.	17.67	13.28	**	**	19.14	15.14
STUDENTS:										
37. CREDIT LOAD	11.10	9.80	5.00	2.92	16.83	15.47	29.85	47.45	19.31	30.49
38. DEMOG/FTE/HEADCOUNT	30.36	52.77	13.83	12.73	26.42	30.47	49.57	55.91	33.90	45.03
39. IPEDS ENROLLMENT	6.55	8.18	14.00	16.64	8.52	6.69	8.90	8.65	8.84	8.90
40. RETENTION/GRADUATION	18.20	14.99	16.43	9.73	22.35	23.03	37.30	44.17	26.30	31.20
41 STUDENT OTHER 1	16.43	16.32	29.00	24.56	9.33	9.06	48.47	63.80	29.79	46.28
42. STUDENT OTHER 2	34.60	25.02	**	.	32.00	34.89	25.12	16.57	28.45	24.62

** = 'n' of 1 or 2; data omitted.

Variable	ASSOCIATE (n = 15) Mean	S D	BACHELOR (n = 8) Mean	S D	MASTER (n = 29) Mean	S D	DOCTOR (n = 26) Mean	S D	TOTAL (n = 78) Mean	S D
OTHER COMMON TASKS/REPORTS:										
43. ALUMNI STUDIES	12.57	7.72	14.50	9.14	14.92	10.33	23.80	31.48	16.86	18.26
44. CURRICULUM STUDIES	7.40	2.88	6.17	4.22	9.91	7.11	16.89	23.65	10.81	13.70
45. DEGREES AWARDED	6.00	6.03	4.67	3.14	11.24	9.71	13.76	9.92	10.47	9.23
46. FACILITIES USE/INVENTORY	7.43	4.31	**	**	28.12	40.14	50.40	105.70	31.73	70.11
47. FINANCIAL ANALYSIS	7.67	3.67	**	**	21.56	22.09	27.22	25.14	21.15	22.18
48. IPEDS COMPLETIONS	8.25	9.27	32.80	49.97	10.05	13.47	7.88	7.33	11.30	18.90
49. INSTIT SUPPORT STUDIES	17.33	24.01	**	.	12.79	11.12	22.17	38.61	15.79	21.46
50. INSTRUCTION/COURSES	9.00	6.43	16.00	11.43	10.94	7.59	15.35	13.66	12.76	10.51
51. IPEDS FINANCES	**	**	**	.	6.60	6.02	6.12	4.64	6.00	5.31
52. RESEARCH (SPONSORED/DEPT)	45.00	34.96	**	**	31.70	43.22	28.62	51.36	36.20	40.65
MULTI-TOPIC REPORTS:										
53. COLLEGE GUIDE SURVEYS	12.58	24.74	11.67	13.23	29.46	25.33	35.70	26.88	26.91	26.23
54. INSTIT/AGENCY SURVEYS	19.42	25.86	30.60	17.16	30.42	28.96	38.04	39.61	31.22	32.29
55. FACT BOOK/PUBLICATIONS	35.33	45.34	30.00	18.37	44.48	40.09	51.86	42.27	44.16	40.51
56. OTHER REPORTS 1	38.33	22.55	111.67	163.27	19.00	12.97	50.00	44.71	46.08	62.79
57. OTHER REPORTS 2	.	.	**	.	**	**	42.83	40.23	31.11	36.48
B. DATA COLLECTION/ANALYSIS -- OTHER THAN INSTITUTIONAL/PEER INSTIT DATA --										
58. DATA 1	58.89	69.00	**	.	31.44	25.88	66.40	111.29	51.28	76.29
59. DATA 2	63.00	39.62	**	.	18.50	15.42	65.00	98.75	42.40	49.86
C. INSTITUTIONAL PLANNING & OPERATIONAL SERVICES, PROCESSES, COORDINATION, & ANALYSIS										
60. ACADEMIC PLANNING	39.14	32.61	25.00	17.89	19.38	14.49	31.47	44.35	28.00	31.67
61. ACCREDITATION	40.93	40.35	33.50	19.33	22.08	19.52	68.36	143.98	42.55	87.03
62. ASSESSMENT/OUTCOMES	76.00	132.20	66.67	114.53	49.70	82.98	100.29	136.16	71.80	113.63
63. BUDGET/FINANCIAL PLANNING	15.00	11.65	7.33	4.93	34.60	30.90	44.30	56.76	30.67	37.43
64. ENROLLMENT MANAGEMENT	16.73	10.82	20.60	17.94	31.53	32.11	26.56	24.33	25.74	25.10
65. ENVIRONMENTAL SCANNING	28.62	34.09	3.33	0.58	14.89	14.59	13.00	16.80	16.90	22.30
66. FACILITIES PLANNING	11.63	7.15	28.50	23.33	22.00	39.40	87.67	143.40	33.17	72.10
67. LITIGATION SUPPORT	**	.	**	.	17.00	14.50	7.82	5.71	11.45	10.46
68. MASTER PLANNING	17.60	11.00	5.25	3.77	14.64	14.18	17.71	12.97	15.03	12.43
69. OPER PLANNING/DECIS PROCESS	25.67	11.36	**	**	35.18	56.55	30.67	27.46	29.71	36.66
70. OPER RESEARCH/TQM	21.33	10.03	**	**	32.50	20.62	61.29	77.36	36.26	50.52
71. POLICY ANALYSIS	14.57	9.73	17.00	20.42	26.27	27.34	44.17	59.77	29.11	39.41
72. PROGRAM REVIEW	30.38	27.36	**	.	24.76	23.43	29.56	27.38	28.43	25.59
73. RESOURCE ALLOCATION	26.67	15.28	5.67	3.79	24.75	35.80	35.64	36.24	27.10	32.72
74. ROLE-MISSION-GOALS	26.33	19.33	6.25	2.63	12.86	12.79	12.73	14.48	15.32	15.43
75. STRATEGIC PLANNING	41.33	31.37	7.33	3.21	24.53	24.78	78.27	121.94	44.04	73.46
76. OTHER SERVICES 1	.		**	.	57.40	80.46	**	**	41.67	46.30
77. OTHER SERVICES 2	.	.	.	.	.	.	10.00	.	10.00	.
D. IRP 'OFFICE' TASKS; IRP MANAGERIAL PROCESSES --										
78. DATA ADMINISTRATION/MANAG	20.55	14.29	36.67	18.62	49.82	44.54	84.60	98.55	54.81	67.36
79. INFORMATION SYSTEMS DESIGN	41.75	64.86	25.00	36.74	29.25	26.30	111.27	134.96	59.79	92.71
80. LAN MANAGEMENT	**	**	**	.	17.62	25.72	44.73	59.40	30.18	46.22
81. OFFICE ADMINISTRATION/MGT	24.75	16.01	33.75	13.77	44.96	50.62	98.37	82.43	57.50	63.87
STAFF TRAINING:										
82. PC TRAINING/UPDATING	13.18	6.81	6.00	3.61	20.00	17.60	23.06	25.90	18.49	19.09
83. PROFESSIONAL DEVELOPMENT	12.89	7.08	5.50	3.32	16.80	12.92	29.83	32.78	20.56	24.15
84. OTHER TRAINING	.	.	**	**	**	.	35.00	24.83	22.57	23.51
OTHER IRP OFFICE TASKS:										
85. OTHER 1	**	.	.	.	**	**	**	.	8.00	5.60
86. OTHER 2	.	.	.	.	.	.	**	.	**	.

** = 'n' of 1 or 2; data omitted.

TABLE 2

5/94 MM

FTE STAFF REQUIRED TO PERFORM IR & PLANNING TASKS -- RESULTS OF A SURVEY

MEANS OF SURVEY VARIABLES BY INSTITUTION SIZE/CONTROL & IRP ORGANIZ/IT SKILLS

Variable	SIZE <5k	SIZE 5-10k	SIZE 10-20k	SIZE 20+k	CONTROL Publ	CONTROL Priv	CONTROL Denom	CONTROL Pr+Dn	IRP ORGANIZ Separ	IRP ORGANIZ Combn	IRP ORGANIZ w/Larg	IRP IT SKIL Moder	IRP IT SKIL High
n =	17	20	29	12	52	14	12	26	35	32	11	44	29
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
PART I -- BASIC INFORMATION/DEMOGRAPHICS ON THE IR/PLANNING OFFICE													
1. INST EG $(NIL)/IRP FTE	15.34	14.92	33.04	52.91	29.56	21.08	30.64	26.09	32.12	22.03	35.47	31.86	23.50
2. INST TOT$ PER IRP FTE	17.74	16.93	45.51	86.58	43.75	26.23	34.37	30.52	40.15	31.56	59.67	44.18	32.88
3. YRS IRP EXIST-REPTG STRUC	7.35	8.90	10.72	7.50	8.46	10.43	10.00	10.23	8.53	9.66	9.00	9.12	9.10
4. REORG (1=INFREQ; 2=OCCAS)	1.31	1.60	1.61	1.75	1.65	1.29	1.55	1.40	1.59	1.44	1.90	1.51	1.54
5. REPORT TO (2=CEO;3=ACAD)	2.35	3.10	3.24	3.42	3.13	2.86	2.83	2.85	3.17	2.72	3.55	3.02	3.03
6. DAT USER (1=LIGHT;3=HEAV)	2.59	2.26	2.48	2.58	2.47	2.57	2.33	2.46	2.58	2.35	2.45	2.42	2.50
7. IRP BUDG (THOUS)/IRP FTE	40.88	39.60	45.56	52.67	44.43	44.68	43.72	44.26	44.49	45.27	40.87	43.88	44.80
8. IRP FTE STAFF	2.15	3.08	5.02	5.55	4.55	3.05	2.59	2.84	3.52	4.02	5.32	3.62	4.25
9. IRP TRAINING (1=LO; 3=HI)	2.35	2.28	2.46	2.42	2.33	2.57	2.42	2.50	2.27	2.42	2.64	2.29	2.68
10. WRKHR (2=40-44; 3=45-49)	2.59	2.15	2.14	2.17	2.23	2.07	2.50	2.27	2.09	2.37	2.36	2.25	2.31
11. IRP IT SKIL (2=MOD; 3=HI)	2.35	2.25	2.41	2.18	2.31	2.43	2.25	2.35	2.29	2.41	2.18	2.00	3.00
12. IRP HW/SW (2=MOD; 3=HI)	2.47	2.40	2.45	2.50	2.46	2.57	2.25	2.42	2.43	2.44	2.55	2.30	2.79
13. IRP ED CAPBL (2=MOD;3=HI)	2.71	3.15	3.52	3.58	3.40	3.07	2.83	2.96	3.29	3.16	3.45	3.14	3.45
PART II -- IRP TASK QUALIFIERS													
14. % TASKS THAT ARE ANNUAL	84.12	83.95	84.59	82.50	83.65	84.21	85.25	84.69	83.86	83.69	85.36	82.07	87.52
15. % TASKS FOR INTERNAL USE	87.29	91.15	88.86	81.67	87.85	86.86	90.00	88.31	86.77	90.19	85.55	87.57	89.83
16. % TASKS FOR EXTERNAL USE	43.88	63.20	65.38	59.83	64.67	53.00	43.25	48.50	61.60	57.16	58.09	58.95	61.31
17. % USING INSTIT DATA	87.00	90.79	92.07	84.42	89.55	87.21	91.58	89.23	89.40	89.94	88.18	88.14	90.66
18. % USING PEER DATA	39.12	46.42	41.55	46.08	44.02	41.29	40.17	40.77	40.63	44.26	46.45	44.84	42.52
19. % DATA FROM OPER SYSTEMS	79.94	94.10	89.07	91.67	89.94	82.85	90.83	86.68	91.14	86.00	89.82	89.75	87.39
20. % DATA FROM SPEC SURVEYS	41.38	42.05	44.34	43.42	41.90	44.92	45.58	45.24	35.29	52.35	40.45	42.93	44.30
21. % REQUIRING DATA EDIT	68.87	63.00	76.86	63.33	66.49	76.23	68.25	72.40	70.32	71.06	55.18	66.95	70.56
22. % WITH INTERP INCL'D	50.47	45.79	58.29	48.25	51.02	52.54	54.91	53.63	51.52	55.58	41.50	46.40	61.81
23. NO. COMMITTEES CHAIRED	1.27	2.39	1.22	1.00	1.41	1.58	2.00	1.76	0.54	2.38	1.87	1.53	1.55
24. NO. COMMIT MEMBERSHIPS	4.87	5.28	6.26	5.11	5.43	4.92	6.50	5.64	4.68	6.59	4.56	5.59	6.09
PART II -- ESTIMATED NUMBER OF IRP PERSON DAYS ALLOCATED TO TASKS													
A. INSTITUTIONAL AND PEER INSTIT DATA COLLECTION AND ANALYSIS - - -													
FACULTY:													
25. DEMOG/FTE/HEADCOUNT	9.86	10.44	25.96	30.10	21.15	14.46	16.70	15.43	17.22	23.14	14.33	18.54	19.75
26. IPEDS SALARIES	8.10	6.86	9.24	5.71	7.74	8.40	8.86	8.59	6.52	9.16	8.63	8.03	7.10
27. SALARY AND BENEFITS	11.64	13.86	17.70	9.00	15.00	11.08	20.00	13.18	14.95	13.48	15.29	11.04	17.80
28. TEACHING LOAD	8.86	15.87	26.48	23.22	23.92	9.60	21.37	14.83	20.07	19.62	27.00	18.64	27.00
29. TENURE/PROMOTION	9.00	9.83	9.00	6.17	7.55	16.67	**	13.25	4.38	10 29	18.75	6.82	9.92
30. TOTAL LOAD/PRODUCTIVITY	14.83	20.38	20.81	29.00	22.94	13.50	21.20	16.46	24.61	17.11	20.60	19.25	21.13
31. FACULTY DATA--OTHER 1	15.00	**	17.12	.	18.20	14.00	.	14.00	14.17	18.37	**	9.14	23.50
32. FACULTY DATA--OTHER 2	.	.	4.00	.	**	**	.	**	**	**	.	**	**
ADMINISTRATORS/STAFF:													
33. DEMOG/FTE/HEADCOUNT	9.22	5.94	8.04	10.14	7.66	8.67	8.29	8.50	7.48	9.42	4.12	8.40	7.56
34. IPEDS STAFF	7.83	7.67	5.21	8.50	6.52	6.67	7.40	7.00	5.76	7.56	6.71	6.64	5.87
35. SALARY AND BENEFITS	9.75	4.00	8.82	7.40	7.76	5.75	11.00	8.00	8.08	8.38	6.29	5.94	10.07
36. ADMIN OTHER	**	**	22.25	.	14.80	**	.	**	22.25	15.00	.	**	22.50
STUDENTS:													
37. CREDIT LOAD	11.38	11.17	25.12	29.17	22.32	14.44	10.78	12.61	17.00	14.29	50.17	15.66	24.44
38. DEMOG/FTE/HEADCOUNT	18.69	12.42	45.31	64.80	40.98	22.83	17.00	20.04	33.94	35.04	30.22	30.17	38.48
39. IPEDS ENROLLMENT	14.67	8.61	7.02	5.57	7.22	10.75	13.44	11.90	8.50	10.00	5.86	8.69	8.84
40. RETENTION/GRADUATION	18.83	15.75	32.46	34.90	29.71	18.08	20.22	19.00	24.52	31.61	15.56	24.47	29.85
41. STUDENT OTHER 1	18.50	14.14	41.63	27.40	30.12	34.29	**	28.89	24.06	40.09	26.71	32.61	27.73
42. STUDENT OTHER 2	18.33	41.25	22.30	42.00	32.73	15.60	.	15.60	34.63	25.37	22.25	26.90	30.00

** = 'n' of 1 or 2; data omitted.

BEST COPY AVAILABLE

Variable	SIZE <5k	SIZE 5-10k	SIZE 10-20k	SIZE 20+k	CONTROL Publ	CONTROL Priv	CONTROL Denom	CONTROL Pr+Dn	IRP ORGANIZ Separ	IRP ORGANIZ Combn	IRP ORGANIZ w/Larg	IRP IT SKIL Moder	IRP IT SKIL High
n =	17	20	29	12	52	14	12	26	35	32	11	44	29
	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
OTHER COMMON TASKS/REPORTS:													
43. ALUMNI STUDIES	11.30	16.00	22.79	12.60	12.96	24.12	23.20	23.77	24.46	14.47	9.00	15.24	21.15
44. CURRICULUM STUDIES	8.88	6.75	15.89	11.17	9.00	21.83	3.75	14.60	12.53	10.30	7.33	6.89	17.90
45. DEGREES AWARDED	8.50	7.24	10.65	18.67	11.62	8.92	7.50	8.27	10.79	10.37	9.63	9.67	11.35
46. FACILITIES USE/INVENTORY	10.80	8.62	65.87	8.17	37.87	12.50	9.00	10.56	13.87	39.95	52.40	24.39	39.14
47. FINANCIAL ANALYSIS	21.86	13.71	25.87	15.25	22.74	16.83	18.50	17.50	24.56	22.53	13.43	18.47	19.00
48. IPEDS COMPLETIONS	18.11	15.50	6.65	7.43	10.53	10.20	15.75	12.67	12.95	10.62	8.75	12.09	10.20
49. INSTIT SUPPORT STUDIES	22.17	7.00	18.08	2.67	15.32	**	23.00	17.60	18.78	13.82	14.50	12.36	20.27
50. INSTRUCTION/COURSES	16.00	8.27	13.80	13.57	13.25	12.00	11.14	11.54	12.28	14.06	10.50	12.32	13.53
51. IPEDS FINANCES	7.33	5.00	6.09	6.40	5.89	2.67	9.00	6.29	5.10	5.37	7.75	4.93	7.20
52. RESEARCH (SPONS/DEPT)	38.60	43.33	24.87	38.00	36.17	14.50	**	36.66	51.27	27.07	28.60	30.10	44.25
MULTI-TOPIC REPORTS:													
53. COLLEGE GUIDE SURVEYS	28.14	12.63	33.44	31.70	25.36	21.91	39.20	30.14	21.96	31.28	27.10	27.39	26.72
54. INSTIT/AGENCY SURVEYS	35.23	20.35	38.84	25.40	28.93	25.27	44.67	35.39	27.93	38.85	20.55	30.54	29.04
55. FACT BOOK/PUBLICATIONS	34.83	31.71	48.08	75.86	45.86	42.18	38.67	40.60	38.04	54.04	29.50	40.28	44.00
56. OTHER REPORTS 1	84.25	23.17	48.00	33.33	40.93	68.86	18.67	53.80	41.94	25.00	89.00	51.88	35.78
57. OTHER REPORTS 2	**	**	50.00	**	41.40	**	**	18.25	36.75	**	18.25	22.86	**
B. DATA COLLECTION/ANALYSIS -- OTHER THAN INSTITUTIONAL/PEER INSTIT DATA --													
58. DATA 1	60.50	23.33	48.07	63.50	52.67	60.00	**	44.60	57.22	44.56	64.75	19.50	81.64
59. DATA 2	35.60	37.67	32.20	**	46.38	.	**	16.50	**	43.30	62.67	12.20	56.25
C. INSTITUTIONAL PLANNING & OPERATIONAL SERVICES, PROCESSES, COORDINATION, & ANALYSIS													
60. ACADEMIC PLANNING	27.50	30.33	33.77	11.67	30.70	23.12	22.33	22.79	21.69	35.94	22.00	32.16	26.60
61. ACCREDITATION	28.69	33.63	54.89	41.50	45.44	45.60	27.91	36.66	40.17	48.93	28.00	54.31	29.32
62. ASSESSMENT/OUTCOMES	61.67	52.94	65.17	155.00	86.62	49.27	28.62	40.58	62.65	73.39	92.50	67.43	79.88
63. BUDGET/FINANCIAL PLAN'G	19.62	17.67	46.44	15.00	30.93	23.25	38.00	29.57	19.35	37.40	53.50	30.18	28.18
64. ENROLLMENT MANAGEMENT	31.27	20.70	25.00	28.62	22.50	24.44	37.90	31.53	23.91	27.05	27.37	29.32	21.22
65. ENVIRONMENTAL SCANNING	28.14	15.13	14.55	4.00	17.19	25.75	6.50	16.12	12.30	21.37	8.33	14.13	27.59
66. FACILITIES PLANNING	20.75	11.90	61.08	9.00	40.38	17.00	11.50	14.25	7.36	31.86	108.75	21.80	42.18
67. LITIGATION SUPPORT	**	15.00	12.89	4.75	12.71	.	4.33	4.33	8.63	13.44	13.00	11.31	9.40
68. MASTER PLANNING	12.00	13.82	18.43	**	17.15	**	9.14	8.89	11.31	16.61	20.00	13.50	15.43
69. OPER PLAN'G/DECIS PROC	18.83	25.71	37.87	20.00	32.57	19.40	25.00	21.50	16.50	37.82	**	24.47	24.45
70. OPER RESEARCH/TQM	7.33	23.00	63.86	**	25.54	85.25	**	59.50	45.83	28.50	43.00	19.10	58.50
71. POLICY ANALYSIS	14.56	23.00	44.06	11.80	30.86	12.00	29.50	23.67	14.82	39.29	17.80	31.29	22.43
72. PROGRAM REVIEW	33.57	24.75	28.17	32.57	29.45	20.80	28.40	25.87	26.36	32.68	25.55	29.07	21.05
73. RESOURCE ALLOCATION	12.17	31.00	38.42	16.17	26.13	23.67	38.00	30.83	27.08	25.75	30.40	30.82	11.78
74. ROLE-MISSION-GOALS	10.50	22.67	15.76	6.50	18.19	9.40	8.86	9.08	9.62	18.62	16.50	16.29	12.67
75. STRATEGIC PLANNING	23.10	30.36	72.88	32.88	41.03	89.29	17.25	50.87	47.67	46.68	22.17	26.80	64.85
76. OTHER SERVICES 1	**	19.00	37.57	93.33	49.09	**	23.33	21.25	55.00	30.00	**	32.00	68.75
77. OTHER SERVICES 2	.	**	.	.		.	**	**	**	.	.	**	.
D. IRP 'OFFICE' TASKS; IRP MANAGERIAL PROCESSES --													
78. DATA ADMINISTR/MANAG	45.85	37.09	43.58	121.89	59.49	41.45	48.43	44.17	55.64	51.38	68.00	47.63	60.20
79. INFORM SYSTEMS DESIGN	44.00	29.43	58.35	114.57	70.16	31.37	36.25	33.00	52.48	65.88	81.33	60.29	53.11
80. LAN MANAGEMENT	**	12.33	27.31	52.40	27.12	51.25	**	38.33	52.56	12.90	20.67	33.27	27.09
81. OFFICE ADMIN/MGT	33.60	35.56	74.30	80.11	61.39	40.67	56.50	48.12	40.96	62.26	105.00	55.87	61.36
STAFF TRAINING:													
82. PC TRAINING/UPDATING	12.17	14.83	23.33	17.89	19.28	18.83	8.33	15.33	18.87	17.24	21.00	15.71	22.00
83. PROFESSIONAL DEVELOP'T	11.17	11.50	29.75	20.56	17.84	33.13	**	29.00	23.63	19.31	14.17	16.24	28.13
84. OTHER TRAINING	**	.	19.50	**	23.60	**	.	**	36.00	12.50	.	**	25.00
OTHER IRP OFFICE TASKS:													
85. OTHER 1	**	.	**	.	**	**	**	7.33	5.67	.	**	**	**
86. OTHER 2	.	.	**	.	**	.	.		**	.	.	**	.

** = 'n' of 1 or 2; data omitted.

TABLE 3

5/94 MM

FTE STAFF REQUIRED TO PERFORM IR & PLANNING TASKS -- RESULTS OF A SURVEY

NUMBER OF RESPONSES PER VARIABLE BY INSTIT TYPE/SIZE/CONTROL & IRP ORGANIZ/IT SKILLS

	ALL	TYPE				SIZE				CONTROL				IRP ORGANIZ			IT SKIL	
		AA	BA	MA	DOC	<5k	5-10	10-20	20+k	Publ	Priv	Den	Pr+D	Sep	Comb	Larg	Mod	High
Total n =	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
Variable	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
PART I -- BASIC INFORMATION/DEMOGRAPHICS ON THE IR/PLANNING OFFICE																		
1. INST EG $(MIL)/IRP FTE	66	8	7	28	23	14	14	28	10	45	10	10	21	30	27	9	37	26
2. INST TOT$ PER IRP FTE	65	9	6	27	23	14	15	25	11	46	9	12	19	27	27	11	38	24
3. YRS IRP EXIST-REPTG STRUC	76	15	8	29	24	17	20	29	10	50	14	12	26	34	32	10	43	29
4. REORG (1=INFREQ; 2=OCCAS)	76	15	8	27	26	16	20	28	12	51	14	11	25	34	32	10	43	28
5. REPORT TO (2=CEO;3=ACAD)	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
6. DAT USER (1=LIGHT;3=HEAV)	75	15	7	27	26	17	19	27	12	49	14	12	26	33	31	11	43	28
7. IRP BUDG (THOUS)/IRP FTE	59	9	5	24	21	12	13	25	9	41	10	8	18	28	24	7	29	27
8. IRP FTE STAFF	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
9. IRP TRAINING (1=LO; 3=HI)	75	14	8	28	25	16	18	28	12	49	14	12	26	33	31	11	42	28
10. WRKHR (2=40-44; 3=45-49)	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
11. IRP IT SKIL (2=MOD; 3=HI)	77	15	8	29	25	17	20	29	11	51	14	12	26	34	32	11	44	29
12. IRP HW/SW (2=MOD; 3=HI)	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
13. IRP ED CAPBL (2=MOD;3=HI)	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
PART II -- IRP TASK QUALIFIERS																		
14. % TASKS THAT ARE ANNUAL	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
15. % TASKS FOR INTERNAL USE	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
16. % TASKS FOR EXTERNAL USE	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
17. % USING INSTIT DATA	77	14	8	29	26	17	19	29	12	51	14	12	26	35	31	11	44	29
18. % USING PEER DATA	77	14	8	29	26	17	19	29	12	51	14	12	26	35	31	11	44	29
19. % DATA FROM OPER SYSTEMS	77	15	8	28	26	16	20	29	12	52	13	12	25	35	31	11	44	28
20. % DATA FROM SPEC SURVEYS	76	15	8	27	26	16	19	29	12	51	13	12	25	34	31	11	44	27
21. % REQUIRING DATA EDIT	76	15	8	27	26	16	19	29	12	51	13	12	25	34	31	11	44	27
22. % WITH INTERP INCL'D	74	15	8	25	26	15	19	28	12	50	13	11	24	33	31	10	43	27
23. NO. COMMITTEES CHAIRED	65	14	8	25	18	15	18	23	9	44	12	9	21	28	29	8	38	22
24. NO. COMMIT MEMBERSHIPS	66	14	8	26	18	16	18	23	9	44	12	10	22	28	29	9	39	22
PART II -- ESTIMATED NUMBER OF IRP PERSON DAYS ALLOCATED TO TASKS																		
A. INSTITUTIONAL AND PEER INSTIT DATA COLLECTION AND ANALYSIS - - -																		
FACULTY:																		
25. DEMOG/FTE/HEADCOUNT	69	11	7	26	25	14	18	27	10	46	13	10	23	32	28	9	37	28
26. IPEDS SALARIES	56	8	5	23	20	10	14	25	7	39	10	7	17	23	25	8	30	21
27. SALARY AND BENEFITS	49	6	5	17	21	11	7	23	8	32	13	4	17	21	21	7	25	20
28. TEACHING LOAD	58	8	2	24	24	7	15	27	9	40	10	8	18	27	21	10	33	20
29. TENURE/PROMOTION	24	2	2	10	10	3	6	9	6	20	3	1	4	13	7	4	11	12
30. TOTAL LOAD/PRODUCTIVITY	47	7	2	20	18	6	13	21	7	34	8	5	13	23	19	5	20	23
31. FACULTY DATA--OTHER 1	15	1	3	4	7	5	2	8	0	10	5	0	5	6	8	1	7	8
32. FACULTY DATA--OTHER 2	3	0	0	1	2	0	0	3	0	2	1	0	1	1	2	0	2	1
ADMINISTRATORS/STAFF:																		
33. DEMOG/FTE/HEADCOUNT	57	11	3	22	21	9	16	25	7	41	9	7	16	23	26	8	30	25
34. IPEDS STAFF	40	5	2	17	16	6	9	19	6	29	6	5	11	17	16	7	22	15
35. SALARY AND BENEFITS	32	3	0	15	14	4	6	17	5	25	4	3	7	12	13	7	16	14
36. ADMIN OTHER	7	1	1	3	2	2	1	4	0	5	2	0	2	4	3	0	2	4
STUDENTS:																		
37. CREDIT LOAD	58	10	5	23	20	8	18	26	6	40	9	9	18	28	24	6	29	25
38. DEMOG/FTE/HEADCOUNT	68	13	6	26	23	13	19	26	10	45	12	11	23	31	28	9	36	27
39. IPEDS ENROLLMENT	61	11	6	23	21	12	18	24	7	40	12	9	21	28	26	7	32	25
40. RETENTION/GRADUATION	66	10	7	26	23	12	16	28	10	45	12	9	21	29	28	9	36	26
41. STUDENT OTHER 1	34	7	3	9	15	6	7	16	5	25	7	2	9	16	11	7	18	15
42. STUDENT OTHER 2	20	5	1	6	8	3	4	10	3	15	5	0	5	8	8	4	10	10

Variable	ALL	TYPE				SIZE				CONTROL				IRP ORGANIZ			IT SKIL	
		AA	BA	MA	DOC	<5k	5-10	10-20	20+k	Publ	Priv	Den	Pr+D	Sep	Comb	Larg	Mod	High
Total n =	78	15	8	29	26	17	20	29	12	52	14	12	26	35	32	11	44	29
	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n	n
OTHER COMMON TASKS/REPORTS:																		
43. ALUMNI STUDIES	36	7	6	13	10	10	7	14	5	23	8	5	13	13	15	8	21	13
44. CURRICULUM STUDIES	31	5	6	11	9	8	8	9	6	21	6	4	10	15	10	6	19	10
45. DEGREES AWARDED	64	12	6	25	21	12	17	26	9	42	12	10	22	29	27	8	33	26
46. FACILITIES USE/INVENTORY	40	7	2	16	15	5	13	16	6	31	4	5	9	15	20	5	23	14
47. FINANCIAL ANALYSIS	33	6	2	16	9	7	7	15	4	23	6	4	10	9	17	7	19	13
48. IPEDS COMPLETIONS	50	8	5	20	17	9	14	20	7	32	10	8	18	21	21	8	32	15
49. INSTIT SUPPORT STUDIES	24	3	1	14	6	6	3	12	3	19	2	3	5	9	11	4	11	11
50. INSTRUCTION/COURSES	45	7	4	17	17	7	11	20	7	32	6	7	13	25	16	4	25	17
51. IPEDS FINANCES	26	2	1	15	8	3	7	11	5	19	3	4	7	10	8	8	15	10
52. RESEARCH (SPONS/DEPT)	30	10	2	10	8	5	9	8	8	24	4	2	6	11	14	5	20	8
MULTI-TOPIC REPORTS:																		
53. COLLEGE GUIDE SURVEYS	65	12	6	24	23	14	16	25	10	44	11	10	21	26	29	10	36	25
54. INSTIT/AGENCY SURVEYS	65	12	5	24	24	13	17	25	10	42	11	12	23	27	27	11	37	24
55. FACT BOOK/PUBLICATIONS	62	12	5	23	22	12	17	26	7	42	11	9	20	26	28	8	36	22
56. OTHER REPORTS 1	25	3	3	8	11	4	6	12	3	15	7	3	10	16	5	4	16	9
57. OTHER REPORTS 2	9	0	1	2	6	1	2	5	1	5	2	2	4	4	1	4	7	2
B. DATA COLLECTION/ANALYSIS -- OTHER THAN INSTITUTIONAL/PEER INSTIT DATA --																		
58. DATA 1	29	9	1	9	10	6	3	14	6	24	3	2	5	9	16	4	12	14
59. DATA 2	15	5	1	6	3	5	3	5	2	13	0	2	4	2	10	3	5	8
C. INSTITUTIONAL PLANNING & OPERATIONAL SERVICES, PROCESSES, COORDINATION, & ANALYSIS																		
60. ACADEMIC PLANNING	41	7	6	13	15	10	12	13	6	27	8	6	14	16	18	7	25	15
61. ACCREDITATION	66	14	6	24	22	13	16	27	10	45	10	11	21	29	29	8	35	28
62. ASSESSMENT/OUTCOMES	59	13	6	23	17	12	16	24	7	40	11	8	19	23	28	8	30	25
63. BUDGET/FINANCIAL PLAN'G	36	8	3	15	10	8	9	16	3	29	4	3	7	17	15	4	22	11
64. ENROLLMENT MANAGEMENT	53	11	5	19	18	11	14	20	8	34	9	10	19	23	22	8	28	23
65. ENVIRONMENTAL SCANNING	29	8	3	9	9	7	8	11	3	21	4	4	8	10	16	3	16	13
66. FACILITIES PLANNING	29	8	2	13	6	4	10	12	3	21	4	4	8	11	14	4	15	11
67. LITIGATION SUPPORT	20	1	1	7	11	1	6	9	4	17	0	3	3	8	9	3	13	5
68. MASTER PLANNING	35	10	4	14	7	8	11	14	2	26	2	7	9	13	18	4	20	14
69. OPER PLAN'G/DECIS PROC	31	9	2	11	9	6	7	15	3	23	5	3	8	12	17	2	17	11
70. OPER RESEARCH/TQM	19	6	2	4	7	3	7	7	2	13	4	2	6	6	10	3	10	8
71. POLICY ANALYSIS	37	7	3	15	12	9	6	17	5	28	3	6	9	11	21	5	21	14
72. PROGRAM REVIEW	53	13	1	21	18	7	16	23	7	38	5	10	15	25	19	9	30	19
73. RESOURCE ALLOCATION	29	3	3	12	11	6	5	12	6	23	3	3	6	12	12	5	17	9
74. ROLE-MISSION-GOALS	38	9	4	14	11	8	9	17	4	26	5	7	12	13	21	4	21	15
75. STRATEGIC PLANNING	49	12	3	19	15	10	14	17	8	34	7	8	15	18	25	6	25	20
76. OTHER SERVICES 1	15	0	1	5	9	2	3	7	3	11	1	3	4	7	6	2	10	4
77. OTHER SERVICES 2	1	0	0	0	1	0	1	0	0	0	0	1	1	1	0	0	1	0
D. IRP 9ICE' TASKS; IRP MANAGERIAL PROCESSES --																		
78. DATA ADMINISTR/MANAG	59	11	6	22	20	13	11	26	9	41	11	7	18	28	26	5	30	25
79. INFORM SYSTEMS DESIGN	43	8	4	16	15	9	7	20	7	31	8	4	12	23	17	3	21	19
80. LAN MANAGEMENT	22	2	1	8	11	1	3	13	5	16	4	2	6	9	10	3	11	11
81. OFFICE ADMIN/MGT	58	12	4	23	19	10	16	23	9	41	9	8	17	25	27	6	30	25
STAFF TRAINING:																		
82. PC TRAINING/UPDATING	45	11	3	15	16	6	12	18	9	36	6	3	9	23	17	5	24	20
83. PROFESSIONAL DEVELOP'T	41	9	4	10	18	6	10	16	9	31	8	2	10	19	16	6	25	15
84. OTHER TRAINING	7	0	2	1	4	2	0	4	1	5	2	0	2	3	4	0	2	3
OTHER IRP OFFICE TASKS:																		
85. OTHER 1	4	1	0	2	1	2	0	2	0	1	2	1	3	3	0	1	2	2
86. OTHER 2	1	0	0	0	1	0	0	1	0	1	0	0	0	1	0	0	1	0

Examples of apparent or suggested relationships, in this study, between institutional and IR/Planning characteristics were as follows. (These are not surprising.)

IRP FTE staff increases with institutional size.
IRP staff training increases with institutional type.
IRP electronic data capability generally increases with institutional type and size.

Similarly, a number of apparent relationships between mean average task person-days and institutional characteristics occur, such as with type and size increases there are increases in time spent on faculty demographics, student credit load, retention/graduation studies, and other tasks.

At the same time, there occurred, sprinkled throughout the data, some perhaps surprising results such as:

Academic planning time is greater at associate institutions and least at largest institutions.
Environmental scanning is greater at associate institutions and smallest institutions, and least at largest institutions.
Facilities planning is greater at doctoral institutions and least at largest institutions.
TQM and strategic planning are greatest at private institutions and least at publics.

The kind of task, itself, seems to be an important determinant or variable. In addition, the extent to which other offices at a given institution contribute all or some effort and person-days to given tasks appears a likely significant variable. Ideally, total effort --person-days-- devoted to each task by an entire institution would provide a more complete picture, within which the IR/P contribution would then be shown. Perhaps such information could/should be incorporated into a subsequent study.

Questions that warrant continued analysis include whether common tasks require more effort/time if:

the person to whom IRP reports is a 'heavy' user of analytical data.
there is greater staff turnover among IRP.
IR/P electronic data capabilities are comparatively weak.
a task is done occasionally rather than on an annual, recurring basis.

peer comparison data are included in analyses.
extensive interpretation of data is provided.
institutional operating systems data are more accurate and timely.

More complete answers to these questions would appear to require survey data from a sample large enough to generate reliable averages for <u>each</u> breakdown of institutional type by size and control. A simplified set of 32 such breakdowns would be involved (four types X four sizes X two controls). This study gathered data on 20 of the 32, however, the average institutional 'n' was 4 with a range from 1 to 10. Nevertheless, the data from this study demonstrate the magnitude of differences and appear to point the way toward useful comparative data.

Conversion of Task Person Days to Staff FTE

A word about application of these kinds of measures to calculating IR and planning staff FTE. Conversion of the sum of a selected or given complement of task person days into FTE staff requires a days-per-FTE divisor of the institution's or practitioner's choosing. For example, the typical 260 available yearly working days, minus 10 holidays and, say, 30 days for vacation and sick leave would produce 220 person-days-per FTE. A conversion chart of person-days to FTE for the appropriate formula (such as one person-day = .0045 FTE; or one week = .0227 FTE; or month = .0832 FTE). The formula could also be varied for 7.5 hour days or 9.0 hour days.

Non-standard tasks and tasks not appearing on the survey list would require proper estimating of person-day effort.

<u>Main Themes</u>.
It is suggested here that practitioners might agree on certain 'main themes' that tend to stem from this study. The following are offered for consideration:

- *There are noticeable differences by institutional and IRP characteristics in average person-days and other survey variables.*
- *Tasks more commonly and less commonly performed among IR/P functions (i.e., done by a majority or minority of a given respondent category) are not necessarily*

the ones that might be expected.

- *Regardless of the commonality of a task, comparative person-days data by institutional and IRP categories may serve a useful purpose in helping to evaluate an IRP office workload.*
- *Questions raised by these data may offer a platform for better understanding IRP workload, staffing, service role, and cost/benefit.*
- *Refinement and further study in this direction, with a larger sample, would seem useful, and might develop into a form of benchmarking or standard guidelines.*

Implications for Institutional Researchers.

The study produced preliminary comparative data by institutional and IR/P characteristics, which could be used, tentatively on the one hand, to compare --on an exploratory test basis-- current staffing of the institutional research and planning unit(s) at a given institution, and/or to help roughly identify staff requirements for a new institutional research and planning office. On the other hand, additional analyses of these pilot data and further, refined survey effort are suggested before their use in actual decision or performance evaluation situations.

Introduction and application of these comparative FTE staff and operating expense guidelines into the IR/P field may generate constructive feedback and further potential interest in this approach.

This method of comparative analysis of staffing allocations presents another alternative method of evaluating the institutional research and planning function.

University of Colorado at Boulder
Management Information Exchange and Analysis *206 Regent Administrative Center Campus Box 15 Boulder, Colorado 80309-0015 (303) 492-8632 Fax: (303) 492-0996*

MEMORANDUM

To: _____

From: Mark Meredith

Subj: **Estimated Staff Time to Perform Institutional Research & Planning (IRP) Tasks**

An unmeasured but important part of managing an analytical studies and/or planning function (i.e., IR and planning by various names) is the typical or normative amount, or range, of staff time required to perform <u>each</u> of the tasks that tend to comprise IRP responsibilities. In turn, these person-day measures can be translated into staff FTE norms and needs. With a bit of help from you and other colleagues, I believe that we can create useful data that describe these staff requirements, that will prove valuable in evaluating, planning for, and adjusting IRP resources and assignments.

Previous examination of IRP resources has dealt just with total FTE staff and not with estimates of the allocations of FTE for specific tasks. This request deals with the latter. How? With a <u>checklist of common IRP tasks on which you check only those performed by your IRP function, and provide estimates of the amounts of staff time devoted to each in the number of person days</u>. You deal only with what your office does --during a recent or current year.

Response options are designed to simplify your estimates and minimize your time. Most are the <u>"check-the-box" format</u>. There are two parts.

- Part I --basic information on the IRP office/function-- is nearly all check-the-box format.
- Part II --estimated allocations of staff to the various listed tasks-- is also primarily check-the-box format. It consists of (1) checking tasks that your office does; (2) checking three 'task qualifiers,' like internal vs. external; (3) estimating the staff person days for each task --**you fill in only one column of estimates**--- and (4) checking a few applicable breakdowns like data collection and editing. Non-applicable tasks and categories are left blank.

Responses are confidential; only aggregated data for each task are summarized. No sum totals are made of overall staff FTE for all tasks combined. *I will send a copy of results of this study to you promptly!*

Please participate....and help provide a needed tool with which IR and planning professionals and managers may improve and enhance their activities! **Your response by _____ would be greatly appreciated.** Please Fax (303-492-0996) or mail, as convenient.

--- *Questions? Please call me at (303) 492-8632, or e-mail a message to meredith@vaxf.colorado.edu. Thanks!* ---

Enc.

ATTACHMENT A

PART I -- BASIC INFORMATION/DEMOGRAPHICS ON THE IR & PLANNING OFFICE (by whatever departmental name)

> *All information in Parts I and II will remain confidential. Only aggregated summary data will be reported; no data will be identified by institution.* <

Instit. Code _____ Respondent name _____ Phone _____ E-mail _____

A. INSTITUTIONAL DATA - - -

1. **Fall 1993 Headcount Enrollment:** (fill in) Full-time _____ Part-time _____ Total _____
2. **FY 1992-93 Campus Expenditures:** (fill in) Educ & Gen $_____ Total Campus $_____

B. IR & PLANNING INFORMATION - - -

1. **IRP Organization:** IRP functions at this instit'n are (check one) ☐ separate, organizationally ☐ combined as one unit ☐ part of a larger dept.
   a. **If separate,** does more than one office or unit conduct:
      (check all that apply) IR/analytic functions? ☐ Yes ☐ No Planning functions? ☐ Yes ☐ No
   b. **If part of larger dept.,** the name of the larger department is: _____
2. **Name of IRP office/unit being reported** in Parts I and II: _____
3. **No. of years office has existed in present reporting structure:** _____ (Include time as same office by a former name, if same structure)
4. **Office reorganization:** (staffing, director, responsibility, major focus...) of this office has tended to be:
   (check one) ☐ infrequent, rare ☐ occasional, about every 5 years ☐ frequent, about every 1-3 years
5. **Office reports to:** a. (check one) ☐ System CEO ☐ Campus CEO ☐ Chief Acad Ofcr ☐ Other (specify) _____
   b. Approx. number of years this officer has been in this position: (fill in) _____
   c. Type user of "data/reports" that this officer tends to be: (check one) ☐ light, infrequent ☐ moderate ☐ heavy, frequent
6. **IRP Resources** (for office being reported): Please fill in.
   a. Approx. IRP budget/expend's (total incl. staff, s&e, travel, equipment): (check one) ☐ Current yr ☐ last yr $_____
   b. Current number of est./actual IRP FTE staff is: professional _____ (dir,analyst,resrchr) support staff _____ (secretary,clerical) stu. assist. _____ (and hourly) Total FTE _____
7. **Staff related:** a. Avg. annual turnover of IRP professional staff seems: (check one) ☐ low, <10% ☐ moderate, 10-30% ☐ high, >30%
   b. Training of IRP staff tends to be: (check one) ☐ low, inadequate ☐ moderate, somewhat adequate ☐ high, at desired level
   c. Typical or expected average weekly hours worked per full-time IRP staff member is about:
      (check one) ☐ <40 ☐ 40-44 ☐ 45-49 ☐ 50-54 ☐ 55 or more ☐ other (specify) _____
8. **Information technology and related:**
   a. IRP staff info-tech skill level tends to be: ☐ poor, needs upgrading ☐ moderate, reasonably good ☐ high, leading edge
   b. IRP office hardware/software tends to be: ☐ poor, needs upgrading ☐ moderate, reasonably good ☐ high, leading edge
   c. IRP office electronic-data capability and processing for data transfer, storage, analytic programs, report runs, and other needs involves:
      (check all that apply) ☐ stand alone PCs ☐ PCs & LAN (loc.area net) ☐ PCs and instit.mainframe ☐ PCs & LAN & mainframe
   d. Data gathering for analytical reports tends to be provided from: (check all that apply)
      ☐ institutional operating systems data that are complete, accurate
      ☐ institutional operating systems data that require editing, verification, supplementing (typically by IRP)
      ☐ major effort by IRP office to build data 'from scratch'
      ☐ other (specify) _____

---

* *PLEASE RETURN PARTS I and II by* *TO: Mark Meredith, U. of Colorado at Boulder, MIEA, CB 15, Boulder CO 80309-0015 * Thanks!*
...or Fax to: (303) 492-0996.

PART II -- ESTIMATED ALLOCATIONS OF IRP STAFF "PERSON DAYS" TO TASKS / EFFORT (for tasks done during a recent or current year)

NOTE: Only Col.8 requires filling in numbers (for person days). All other Columns are for "check-marks" (✓) as applicable.

Task Topic/Category	(1ST) Check If Office Does Task (✓) Col.1	(2ND) QUALIFYING TASK INFORMATION: Check freqncy: annual task (✓) 2	Check freqncy: occasional (not every yr) (✓) 3	Check if for: internl use (may be both) (✓) 4	Check if for: externl use (may be both) (✓) 5	Check if: instit data only (may be both) (✓) 6	Check if: compar w/peer instits (may be both) (✓) 7	(3RD) Est. Number of Staff Person Days for this Task *** fill in 8	(4TH) COMMON TASK SUBCATEGORIES ---- Data Collect. from operat systms (may be both) (✓) 9	Data Collect. from special survey (may be both) (✓) 10	Data edit requir-ed (✓) 11	Analyt inter-pret'n (narr.) incl'd (✓) 12	Committee: Chair (✓) 13	Committee: Member (✓) 14	Other (specify:) (✓) 15	Other (specify:) (✓) 16
A. INSTITUTIONAL & PEER INSTIT'N DATA COLLECTION AND ANALYSIS:																
Faculty - - -																
Demog/FTE/headct																
IPEDS salaries																
Salary & benefits																
Teach'g load																
Tenure/promotion																
Total load/productv																
Other:																
Other:																
Administrators/Staff - - -																
Demog/FTE/headct																
IPEDS staff																
Salary & benefits																
Other:																
Students - - -																
Credit load																
Demog/FTE/headct																
IPEDS enrollment																
Retention																
Other:																
Other:																
Alumni																
Curriculum																
Degrees																
Facilities use/inventory																
Financial																
IPEDS completions																
Instit.support																
Instruction/courses																
IPEDS finances																
Research (spons/dept)																
Multi topic reports - - -																
College guide survys																
Instit/agency surveys																
Factbook/public'ns																
Other:																
Other:																
Other:																

*** *Note: Since tasks include non-recurring and alternate-year items, the sum total of staff estimates for all tasks may exceed your current actual FTE staff. There is no need to reconcile the two.*

Task Topic/Category	1ST Check If Office Does Task (✓) Col.1	2ND QUALIFYING TASK INFORMATION: Check frequency: annual task (✓) 2	occasional (not every yr) (✓) 3	Check if for: internl use (may be both) (✓) 4	externl use (✓) 5	Check if: instit data only (may be both) (✓) 6	compar w/peer institns (✓) 7	3RD Est. Number of Staff Person Days for this Task ••• fill in 8	4TH COMMON TASK SUBCATEGORIES ---- Data Collect. from operat systms (may be both) (✓) 9	from special survey (✓) 10	Data edit requir-ed (✓) 11	Analyt inter-pret'n (narr.) incl'd (✓) 12	Committee: Chair (✓) 13	Member (✓) 14	Other (specify:) (✓) 15	(✓) 16
B. DATA COLLECTION AND ANALYSIS -- OTHER THAN INSTITUTIONAL / PEER INSTIT. DATA: (such as population, economy, environment, employment, technology, social events, political process, other....) Exclude peer institution data collection/analysis (see Section A); include environmental scanning data collection/analysis --but not coordination of an institution-wide or interdept. envir.scanning process (which is in Section C, below). PLEASE SPECIFY:																
_____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
_____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
_____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
_____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
_____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
C. INSTITUTIONAL PLANNING AND OPERATIONAL SERVICES, PROCESSES, COORDINATION, AND ANALYSIS: (typically IRP services for management functions involving inter-departmental team efforts.) Exclude administration of the IRP office, which is in Section D, below.																
Academic planning	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Accreditation	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Assesments/outcomes	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Budget/financial plng	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Enrollment manag't	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Envir scan'g process	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Facilities planning	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Litigation support	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Master planning	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Oper. plng/decis.proc	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Oper. res/TQM...	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Policy analysis	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Program review	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Resource alloc'n	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Role-mission-goals	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Strategic planning	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Other: _____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
Other: _____	___	___	___	___	___	___	___	_____	___	___	___	___	___	___	___	___
D. IRP OFFICE TASKS; IRP MANAGERIAL PROCESSES																
Data admin/mgt	___	___	___					_____					___	___	___	___
Info. systems design	___	___	___					_____					___	___	___	___
LAN management	___	___	___					_____					___	___	___	___
Office admin/mgt	___	___	___					_____					___	___	___	___
Staff training - - -																
PC training/updating	___	___	___					_____					___	___	___	___
prof'l. development	___	___	___					_____					___	___	___	___
other: _____	___	___	___					_____					___	___	___	___
Other: _____	___	___	___					_____					___	___	___	___
Other: _____	___	___	___					_____					___	___	___	___

••• *Note: Since tasks include non-recurring and alternate-year items, the sum total of staff estimates for all tasks may exceed your current actual FTE staff. There is no need to reconcile the two.*